

# DAU Strategic Partnerships Increasing Daily

## Memorandum of Agreement Signed Between DAU and Committee for Purchase From People Who Are Blind or Severely Disabled

ANNMARIE HART-BOOKBINDER

**F**ORT BELVOIR, Va. (March 22, 2002)—In an effort to provide state-of-the-art online education and training to the defense acquisition community while maximizing federal agency awareness of products and services provided by people who are blind or have other severe disabilities under the Javits-Wagner-O'Day (JWOD) Act, the Defense Acquisition University (DAU) signed a Memorandum of Agreement (MOA) today with the Committee for Purchase From People Who Are Blind or Severely Disabled, the Federal agency that administers the JWOD Program.

Signatories of the Agreement were Rita Wells, Ph.D., Deputy Executive Director of the Committee staff, and Frank J. Anderson, Jr., President, DAU.

This Agreement details a Committee staff employee to DAU to assist with e-Learning curricula. This will enable DAU to enhance and update training references and information on the requirements of the JWOD Program as authorized by the Federal Acquisition Regulation (FAR). DAU has also agreed to assist the Committee in building a continuous JWOD learning course to be hosted by DAU.

For both DAU and the JWOD Program, which have supported each other's initiatives in the past, this Agreement provides an important new partnering op-



Dr. Rita Wells, Deputy Executive Director, Committee for Purchase From People Who Are Blind or Severely Disabled, and DAU President Frank J. Anderson Jr., sign a Memorandum of Agreement on March 22, 2002, at DAU Headquarters, Fort Belvoir, Va. Their agreement will promote state-of-the-art online education and training for the Defense acquisition community while maximizing Federal agency awareness of products and services provided by people who are blind or have other severe disabilities under the Javits-Wagner-O'Day (JWOD) Act.

portunity to meet common acquisition education goals. For DAU, a new e-Learning curriculum will provide its end

users across the globe with access to the training they need when they need it. For the JWOD Program, inclusion in

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*Hart-Bookbinder is a Public Affairs Specialist, Office of the Committee for Purchase From People Who Are Blind or Severely Disabled.*



Also attending the signing ceremony are staff and faculty from DAU and the Committee for Purchase. Seated from left: Wells; Anderson. Standing from left: Myrna Bass, Curricula Development Support Center (CDSC), DAU; Michael Barclay, Committee for Purchase; and Luis Ramirez, CDSC, DAU.

DAU's curriculum will provide the greatest number of Defense Acquisition personnel with the information they need to find JWOD solutions to their product and service needs.

With the unemployment rate for Americans with severe disabilities holding steady at over 70 percent, partnerships with federal agencies such as DAU are crucial to the JWOD Program as it strives to create new employment opportunities for Americans who are blind or have other severe disabilities on Federal product and service contracts.

For more information on the JWOD Program, visit [www.jwod.gov](http://www.jwod.gov). For more information on DAU, visit [www.dau.mil](http://www.dau.mil).

### Send Us Your Suggested Research Topics

The Defense Acquisition University (DAU) is soliciting input from the Acquisition, Technology and Logistics (AT&L) workforce for suggested research topics or issues to assist the AT&L workforce in achieving their short- and long-range mission goals and objectives. If you have a suggested research topic, please contact Dr. James Dobbins, DAU Director of Research ([jim.dobbins@dau.mil](mailto:jim.dobbins@dau.mil)), or call 703-805-5416.

## Latest USD(AT&L) Management Initiatives Now Online

The latest Acquisition, Technology and Logistics (AT&L) Management Initiatives are now posted to the Director, Acquisition Initiatives Web site. View or download them from the following Web site:

<http://www.acq.osd.mil/ar/ar.htm#publicreleasegoals>

These initiatives support the five goals announced by the Under Secretary of Defense (Acquisition, Technology and Logistics) in June 2001:

- Establish the credibility and the effectiveness of the acquisition and logistics support process.
- Revitalize the quality and the morale of the Acquisition Workforce.
- Improve the health of the industrial base.
- Rationalize the weapon systems and infrastructure that will support the new Transformation strategy being developed by the Department.
- Initiate those high-leverage technologies that provide the warfighting capabilities and strategies of the future.

## NOTICE

The PEO/SYSCOM Commanders' Conference presentations are no longer linked to the Defense Systems Affordability Council (DSAC) Web site. Presentations from the Oct. 23-25, 2001, conference can now be downloaded from the Director, Acquisition Initiatives Web site at <http://www.acq.osd.mil/ar/peconf2001.htm>.

# Team Deepwater and DAU Form Strategic Partnership

## Cooperation Key to Meeting 21<sup>st</sup> Century Acquisition Challenges

STEVEN COHEN

**T**he Coast Guard is entering one of the most exciting times in its rich history. Since it was founded more than 200 years ago, the Coast Guard has proven itself to be one of the most effective and efficient government agencies, playing a critical role in protecting our national security, preserving the maritime environment and providing for maritime safety.

The Integrated Deepwater System (IDS) program is the solution to one of today's biggest problems in the Coast Guard—our aging and increasingly obsolete fleet of cutters and aircraft. These “deepwater” assets are approaching the end of their service lives and need to be replaced in order for us to effectively conduct our 14 federally mandated missions. The IDS will replace 91 cutters and 206 aircraft with a state-of-the-market, interoperable system of assets, as well as supporting command, control, computers, communications, intelligence, surveillance and reconnaissance (C4ISR) and integrated logistics infrastructure.

The Commandant of the Coast Guard has identified the Deepwater program as the Coast Guard's No. 1 priority, making it the largest and most comprehensive re-capitalization effort in Coast Guard history. While the men and women who serve in the Coast Guard are talented and dedicated, they lack the proper tools to perform today's missions effectively and efficiently. The IDS will change that, but it is a formidable task.

DAU President Frank Anderson Jr. (right) and Navy Vice Adm. Timothy W. Josiah, Chief of Staff, U.S. Coast Guard, sign a Memorandum of Understanding (MOU) on March 19, 2002, formalizing a partnership to establish the Coast Guard's Integrated Deepwater System (IDS) Program as a Learning Organization. During the actual signing, Josiah quickly contributed his signature and waited expectantly for Anderson to finish signing his own. Commenting on the delay, Anderson said that his slow signature should not in any way be equated with future performance standards. “To be perfect too late or too early isn't any good ... It's our obligation to provide the right product at the right time.”

Photo by Army Sgt. Fahim Nassar



The Deepwater program is not only the largest acquisition ever undertaken by the Coast Guard, it is also the most innovative. Instead of opting for a one-for-one replacement of these cutters and aircraft, we adopted a cutting-edge, performance-based acquisition strategy that gave three industry teams unprecedented flexibility in designing a system of integrated, interoperable assets.

The Deepwater program will use commercial and military technologies to develop the IDS at the lowest total own-

ership cost. Performance-based acquisitions of this type are consistent with the Government Performance Results Act and Office of Management and Budget policy on Performance Goals and Management; yet few, if any, have ever been initiated of this breadth and complexity.

### DAU & the Coast Guard—The Next Step

We have recently entered into an agreement which will help us meet this challenge. On March 19, the Coast Guard

*Cohen is Deputy Program Manager and Technical Director, Integrated Deepwater System Program, U.S. Coast Guard Headquarters, Washington, D.C. Also contributing to this article was Christina Cavoli, a freelance writer on contract to Program Manager magazine.*

and the Defense Acquisition University (DAU) signed a Memorandum of Understanding (MOU) regarding Integrated Deepwater System program support.

DAU President Frank J. Anderson, Jr., and Navy Vice Adm. Timothy W. Josiah, Chief of Staff, U.S. Coast Guard, represented their organizations in the signing ceremony, held at DAU Headquarters, Fort Belvoir, Va. Anderson stated that the partnership promised a “fantastic future” for both organizations,



Artist rendition illustrating future possibilities for Deepwater and the Coast Guard.

Image courtesy Integrated Deepwater System Program Office

while Josiah added that the organizations were creating a “new partnership preceded by a long history,” noting that every person attending the signing ceremony from the Coast Guard was a DAU alum, having attended at least one resident course at the University.

#### A Learning Organization

While DAU has been an important source of expertise in the development of our acquisition strategy and has provided exceptional training for Deepwater personnel in the past, this MOU takes our relationship to the next step. It establishes the Coast Guard's Integrated Deepwater System (IDS) program as a Learning Organization, modeled after the Center for Organizational Learning of the Massachusetts Institute of Technology's Sloan School of Management. It also formalizes a cooperative role that

is designed to better leverage the two organizations' capabilities. The resulting synergy will enable the Coast Guard to better meet the demands of the 21<sup>st</sup> century.

A Learning Organization (LO), a phrase coined by Peter Senge in his book *The Fifth Dimension*, is an organizational concept that builds a framework to capture institutional knowledge across an entire organization, as well as providing a map for continuous improvement and refinement. LOs start with the assumption that learning is valuable, continuous, and most effective when shared and that every experience is an opportunity to learn.

Establishing a long-term partnership with DAU allows the Coast Guard to benefit from the resident talents and expertise within DAU. DAU will use its educational and other resources to make the IDS Program a Learning Organization by consulting with the IDS organization, assessing strengths and areas of potential improvement, and providing the performance support required to effect this goal.

#### Deepwater—A Leading-Edge Acquisition Strategy

The Commandant of the Coast Guard tasked the Deepwater program (formally established on Aug. 26, 1996) with being “bold and aggressive” in our acquisition approach. Business as usual would not allow us to build the complementary, interoperable system of Surface, Air, and C4ISR assets the Coast Guard needs to meet the challenges it faces. Although we knew our use of a leading-edge acquisition strategy would entail breaking new ground, we worked closely with numerous acquisition experts from academe, government (including DAU), and industry during the course of the program to ensure a sound approach. A comprehensive risk man-

agement strategy was developed that identified and analyzed key elements of risk, and appropriate mitigation strategies were implemented. The Deepwater acquisition approach includes several important features:

#### System Performance Specification

Rather than providing industry teams with asset specifications, we provided

**The Integrated Deepwater System (IDS) program is the solution to one of today's biggest problems in the Coast Guard—our aging and increasingly obsolete fleet of cutters and aircraft.**

them with capability specifications for our global Deepwater missions. The only required asset was a National Security Cutter, which was needed to meet our National Fleet obligations to the U.S. Navy. Focusing on capabilities enables industry to use both proven and new technologies to design an interoperable, integrated system capable of executing the Deepwater missions.

#### Built-in Interoperability

Existing “deepwater” assets lack the ability to operate with each other and with other armed services. Deepwater will



help guarantee interoperability with other Coast Guard assets and Service branches from the beginning because it is a system-wide replacement program.

### Two-Phased Approach

The Deepwater acquisition strategy consists of two phases. During Phase 1, three industry teams developed their Deepwater System solutions as functional designs. These teams were then allowed to participate in a limited competition for the development of the refined Integrated Deepwater System proposals in Phase 2. Phase 2 proposals are being evaluated based on four factors: operational effectiveness, total ownership cost, management capability, and technical feasibility.

### Communications

Industry is a partner with whom we must communicate and share information to develop the optimal system of assets. Therefore, we established several innovative mechanisms to facilitate communication.

### MATRIX PRODUCT TEAMS (MPTs)

Individual MPTs were set up for various technical specialties during Phase 1 of the Deepwater program. Designed to facilitate effective communication between the Coast Guard and industry, the MPTs were made up of experts who assessed the programmatic impacts and technical feasibility of industry's evolving concepts and deliverables.

### TECHNICAL ASSESSMENT TEAMS (TATs)

TATs worked with industry during Phase 1 to review designs and exchange information. These teams met regularly with industry to remain current on their progress and better understand their concepts for the program.

### INTEGRATED PRODUCT TEAMS (IPTs)

IPTs will replace Matrix Product Teams during Phase 2 of the Deepwater program. Coast Guard IPTs employ experts in different functional areas from across Coast Guard organizations to complete specific tasks. This cross-directorate and industry collaboration helps leverage our expertise. The IPTs have been del-

egated significant authority to make decisions and complete their tasks. This is consistent with our commitment to empower individuals to perform their jobs well.

### INTEGRATED PRODUCT DATA ENVIRONMENT (IPDE)

IPDE is the technological component of Deepwater program/industry cooperation. The IPDE provides real-time data connectivity with industry members. This enables the sharing of engineering data, cost estimates, and program management information with industry, ensuring that design changes are made as early as possible and that costs are accounted for accurately.

### Deepwater's Progress

Phase 1 of the Deepwater acquisition strategy was completed on June 15, 2001, with the three competing industry teams completing functional designs for their integrated solutions. The Phase 2 Request for Proposals for system implementation was released on June 29, 2001, and proposals were received Sept. 27-28. The Coast Guard is currently reviewing the proposals and the contract is scheduled for award in the third quarter of fiscal 2002.

President Bush and the Department of Transportation have demonstrated their strong support for the program—the fiscal 2002 budget for Deepwater was \$320.19 million, and the President's fiscal 2003 request is \$500 million (\$469 million will be applied to the actual contractual funding for the acquisition of Deepwater assets; \$31 million will be spent on technical support/program management and administration). The outlook for the unmitigated success of the Deepwater program has never been better.

### Benefits of Partnership

The partnership between the Coast Guard and the Defense Acquisition University has been mutually beneficial, but the relationship will become even more important following contract award. DAU will continue to provide an invaluable source of acquisition expertise for the Deepwater program, as the Coast

Guard continues blazing a path of acquisition excellence. A closer relationship with DAU, including improved access to their considerable consulting and educational talent, will help us meet this commitment as new issues arise.

This relationship will also create a real-world laboratory for DAU. Through involvement in, and real-time access to Deepwater's leading-edge acquisition activities, DAU experts will be able to capture "lessons learned" from the program for the development of instructional materials and research papers. Members of Team Deepwater will also support DAU by serving as guest speakers, panel members, or workshop leaders for appropriate DAU programs and courses.

The insights gained from this partnership will not only provide tremendous benefit to both Deepwater and DAU, but they can also positively influence future acquisition policy. This is important because sound acquisition strategies will be critical for military transformation. The transition from a platform-centric to a network-centric military, for example, will not happen without innovative acquisition strategies and practices.

### An Important Step Forward

The MOU between the Coast Guard and DAU marks an important step forward in a long and rewarding relationship between the two organizational entities. Drawing on DAU's pool of expertise will help us continue the implementation of our leading-edge acquisition strategy and allow the Coast Guard to continue to serve the American public at the level they have come to expect. The Coast Guard will benefit. DAU will benefit. The Acquisition community will benefit, and the American people will benefit. It's a combination that only makes sense.

**Editor's Note:** The U.S. Coast Guard Integrated Deepwater System (IDS) Program Team welcomes questions or comments on this article. Contact Kerr at [PKerr@comdt.uscg.mil](mailto:PKerr@comdt.uscg.mil).

# DAU AND UNIVERSITY OF PHOENIX ONLINE FORM STRATEGIC PARTNERSHIP

## ***Lisa Johnson***

**O**n Dec. 11, 2001, the Presidents of both the Defense Acquisition University and the University of Phoenix formally signed an articulation agreement. This agreement to partnership is designed to facilitate the transfer of American Council on Education (ACE) credit recommendations or other credit bearing transcribed courses earned by the Acquisition, Technology and Logistics workforce into a Bachelor of Science in Management degree program at the University of Phoenix Online.

Students may chose from one of four tracks as the emphasis for the degree program: Information Systems Acquisition, Financial Management/Cost Estimating, Contract Management, or an interdisciplinary focus in Acquisition Management.

DAU students may apply up to 30 hours of DAU course work toward the 120-semester-hour requirement. Of the remaining 90 semester hours, the student must take 30 hours from the University of Phoenix, either online or at a campus site, and 60 hours can be

taken at the University of Phoenix or other accredited institutions.

For further information please contact:  
**Nancy Cervasio (University of Phoenix, Student Services Questions)**  
(602) 387-6279

**Vince Grell (University of Phoenix, Enrollment Questions)**  
(602) 387-6231

**DAU Transcripts**  
<http://dau.mil/registrar/transcripts.htm> or 1-888-284-4906



**Seated, from left:** Frank Anderson, President, Defense Acquisition University; and Craig Swenson, Provost/Senior Vice-President, University of Phoenix. **Standing, from left:** Brian Mueller, Chief Operating Officer, University of Phoenix Online; Russ Paden, Regional Director of Academic Affairs, University of Phoenix Online; Wallis Stemm, Director of Articulation & College Relationships, University of Phoenix, University Services; and Tony Digiovanni, CEO University of Phoenix Online.

Photo courtesy Ben Arnold Photography

## DEFENSE ACQUISITION UNIVERSITY, FEDERAL ACQUISITION INSTITUTE SIGN MEMORANDUM OF AGREEMENT FOR JOINT USE OF E-LEARNING VERSION—BASICS OF CONTRACTING (CON-101) COURSE

**O**n March 15, DAU President Frank Anderson Jr.; David Drabkin, Deputy Associate Administrator for Acquisition Policy, General Services Administration; and Gloria Sochon, Director of the Federal Acquisition Institute (FAI), signed a Memorandum of Agreement (MOA) between DAU and FAI.

The MOA is a foundation for the joint use by both Department of De-

fense and civilian agency students of the e-Learning version of the Defense Acquisition Workforce Improvement Act (DAWIA) Level I course for certification in the Contracting career field—CON-101.

The ultimate goal is to ensure that training throughout the federal sector in the field of contracting satisfies a uniform set of required competencies recognized by all agencies and is delivered

in a manner suited to the demands of the 21<sup>st</sup> century acquisition environment. Piloted and completed in January using both DoD and civilian agency students, the course is now available for registration to all students.

DAU offers several online classes servicing the acquisition community. For a complete listing of DAU courses or to download a complete DAU course catalog in PDF format, visit DAU's Virtual

Campus at <https://dau3.fedworld.gov/dau/index.htm>. Students may also enroll in CON-101 through the Federal Acquisition Institute Online University Web site at [http://www.faionline.com/kc/login/login.asp?kc\\_ident=kc0001](http://www.faionline.com/kc/login/login.asp?kc_ident=kc0001).



From left: David Drabkin, Deputy Associate Administrator for Acquisition Policy, General Services Administration; DAU President Frank J. Anderson Jr.; and Gloria Sochon, FAI Director, sign a Memorandum of Agreement, March 15, 2002, for the joint use of DAU's e-Learning CON-101 course.

## DAU AND HOWARD UNIVERSITY SCHOOL OF BUSINESS FORM STRATEGIC PARTNERSHIP

**O**n March 15, Frank Anderson Jr., Defense Acquisition University (DAU) President, and Dr. Charles Mahone, Director, Howard University School of Business M.B.A. Program, signed a Letter of Intent chartering DAWIA-certified DAU students for acceptance in the Howard University School of Business M.B.A. degree program, with a concentration in Supply Chain Management and Supply Chain Management certificate programs.

The purpose of this strategic partnership is to leverage capabilities of the parties to create continuous learning opportunities, thereby increasing the skills, knowledge, and abilities of the DoD Acquisition, Technology and Logistics workforce. DAU students will be able to leverage completed DAU training and take Howard University School of Business courses toward an M.B.A. degree.



Dr. Charles Mahone, Director, Howard University School of Business M.B.A. Program (left), and DAU President Frank J. Anderson Jr.

# MWC PRESIDENT, DAU COMMANDANT SIGN AGREEMENT RATIFYING STRATEGIC PARTNERSHIP

*Christine Neuberger*

**F**REDERICKSBURG, Va. (April 11, 2002)—The Commandant of the Defense Acquisition University (DAU) traveled to the James Monroe Center (JMC) for Graduate and Professional Studies at Mary Washington College Thursday, April 11, to sign an agreement affirming a strategic DAU-JMC partnership fostering the continuing education of the Department of Defense acquisition workforce.

The DAU Commandant, Army Col. Ronald C. Flom, toured JMC in Stafford County and met with MWC President William M. Anderson Jr., to sign a Memorandum of Understanding between the two institutions that underscores JMC's commitment to help meet increasing demands for educational programs in contracts and procurement management.

"I look forward to a long and rewarding relationship," Flom said.

"We, too, are very excited about this new arrangement," Anderson added. "It's great for us. It's great for both organizations. I'm sure it'll open up lots of new opportunities for our two organizations."

DAU, headquartered at Fort Belvoir, provides training and courses for the more than 140,000 military and civilian members of the Defense Department's Acquisition, Technology and Logistics (AT&L) workforce. The DAU delivers its training via campuses scattered around the country, including one at Fort Belvoir.

As part of the agreement with DAU, JMC will expand the AT&L workforce's educational opportunities by recognizing certain required DAU courses as transferable into JMC's Contracts and Procurement Management programs.

By applying credit from DAU courses deemed equivalent to certain JMC courses and those recommended by the American Council on Education, DAU students can leverage DAU training to earn JMC's Post-Baccalaureate Certificate in Contracts and Procurement Management or JMC's Master of Business Administration degree with a Contracts and Procurement Management concentration. The arrangement is available to any defense AT&L worker who meets certain criteria, including JMC admission requirements.

"This partnership is a win-win situation for all parties—DAU, JMC, businesses, students—that helps meet the need for qualified personnel in the contracts and procurement management area," said Dr. Alan G. Heffner, Professor of Leadership and Management and Director of JMC's M.B.A. Program.

JMC's Contracts and Procurement Management programs began in fall 2001 to open career opportunities to professionals seeking to enter the field and to help professionals now employed in the field to advance, as well as to help meet public and private sector needs for quality education in contracts and procurement management.

There is growing demand for procurement professionals trained to get the best value for contract spending in government and industry. Private and public sectors increasingly rely on contracting out for the delivery of goods and services or for hiring contractors. Meanwhile, organizations providing contracted services must employ skilled procurement professionals to compete for and deliver high-quality products and services on time and within budget.

JMC's mission is to support regional economic development, personal lifelong learning, and professional advancement through quality full-time and part-time educational programs and services. The center offers baccalaureate degree completion, post-baccalaureate and graduate certificates, and master's degrees, as well as professional certification and re-certification programs, individual professional development courses, and continuing education. Classes and services are available during the evening, on weekends, and during normal weekday business hours to meet the needs of working adult students.

For more information about JMC's programs, call (540)286-8000; call toll-free (888) 692-4968; or visit the JMC Web site at <http://www.jmc.mwc.edu>. To learn more about DAU or review a list of resident and online courses, go to <http://www.dau.mil>.